The Cobra Story

Leadership vs Global Ambition
A Student’s Dream

Our mission from day one:
To brew the finest ever Indian beer
and to make it a global beer brand
The Reality

Against All Odds
Indian Restaurant Sector

- 1950: 300
- 1960: 600
- 1970: 1,200
- 1980: 3,000
- 1990: 6,600
- 2000: 8,500
Growth of Lager

Lager as a percentage of total UK beer sales

- 1960: 1%
- 1975: 19.7%
- 1990: 51.4%
- 2005: 72.3%
Selected On-Trade Listings

Various logos and brands including:
- Maxwells
- Whitbread
- COBRA
- THE UNIVERSITY OF MANCHESTER
- Hilton
- Radisson
- ADMIRAL TAVERNS
- G1 GROUP
- EVER SO SENSIBLE
- W&D B GROUP
- RUD OLDS
- HRIO WATT UNIVERSITY
- THE LIVING ROOM
- BABUSHKA
- YATES'
- EDP VERE HOTELS
- THE UNION PUB COMPANY
- BORNE LEISURE LIMITED
- BROOK LEISURE
- COVENTRY RUGBY FOOTBALL CLUB
- Mitchells & Butlers
- Punch Taverns
- THE EDGE
- FIREFLY
Cobra is exported to over 45 countries

Exports

International offices
Export countries
Potential markets
Marketing Support

- PR
- POS
- Promotions/Sponsorships
- Advertising
To view this video visit:
http://uk.youtube.com/watch?v=T5wwNP_Z_TI
UK INDIA BUSINESS COUNCIL

www.ukibc.com
Cobra’s Growth

4 years ago

Office in the UK only

Brewing in the UK only

3 Product SKUs

Today

Offices in the UK, India, South Africa

UK, Poland, Belgium & 9 locations in India

35 Product SKUs
Future Strategy: Going Global
Grand Canyon Plan

Goal to reach a turnover of $1 billion*

*In retail value turnover by 2014
Cobra’s Success in the UK

Cobra vs World Lager
Off Trade

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Lagers</td>
<td>14.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Cobra Beer</td>
<td>14.6</td>
<td>11.9</td>
</tr>
<tr>
<td>World Lagers</td>
<td>12.9</td>
<td>14.7</td>
</tr>
<tr>
<td>Cobra Beer</td>
<td>27.2</td>
<td>25.4</td>
</tr>
<tr>
<td></td>
<td>34.3</td>
<td>23.9</td>
</tr>
<tr>
<td></td>
<td>23.9</td>
<td>23.5</td>
</tr>
<tr>
<td></td>
<td>14.7</td>
<td>25.4</td>
</tr>
<tr>
<td></td>
<td>33.9</td>
<td>23.5</td>
</tr>
</tbody>
</table>

Source: Nielsen
Total Beer Volume in India

Beer Sales Volume 1997-2007 ('000 cases)

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume (‘000 cases)</th>
</tr>
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<tbody>
<tr>
<td>1997</td>
<td>49,360</td>
</tr>
<tr>
<td>1998</td>
<td>57,462</td>
</tr>
<tr>
<td>1999</td>
<td>65,187</td>
</tr>
<tr>
<td>2000</td>
<td>56,973</td>
</tr>
<tr>
<td>2001</td>
<td>70,768</td>
</tr>
<tr>
<td>2002</td>
<td>74,707</td>
</tr>
<tr>
<td>2003</td>
<td>81,543</td>
</tr>
<tr>
<td>2004</td>
<td>83,645</td>
</tr>
<tr>
<td>2005</td>
<td>89,358</td>
</tr>
<tr>
<td>2006</td>
<td>104,312</td>
</tr>
<tr>
<td>2007</td>
<td>132,000</td>
</tr>
</tbody>
</table>

Total beer volume increased by 27% from 1997 to 2007.
Comparative Growth of the Indian and Chinese Beer Markets

Per Capita Consumption (litres)
To view this video visit:
http://uk.youtube.com/watch?v=IBV_KOBtkmU
Evolution not revolution
Updating Our Brand Imagery

Cobra Yesterday

Cobra Tomorrow

Ethnic | Quirky | Complicated

Modern | Exotic | Cosmopolitan
Gramia 2008 Award Winner for Packaging Design
Driving Trial & Awareness In 2008

The 2008 Brand Activity is Building Momentum

Trial in On-Trade (ever tried)

<table>
<thead>
<tr>
<th></th>
<th>October 07</th>
<th>June 08</th>
<th>July 08</th>
<th>September 08</th>
<th>July 08 (London)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trial</td>
<td>36%</td>
<td>39%</td>
<td>41%</td>
<td>47%</td>
<td>51%</td>
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Trial in Off-Trade (ever tried)

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<tbody>
<tr>
<td>Trial</td>
<td>13%</td>
<td>12%</td>
<td>15%</td>
<td>17%</td>
<td>20%</td>
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Prompted Awareness

<table>
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<th>October 07</th>
<th>June 08</th>
<th>July 08</th>
<th>September 08</th>
<th>July 08 (London)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prompted</td>
<td>73%</td>
<td>74%</td>
<td>80%</td>
<td>80%</td>
<td>82%</td>
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Spontaneous awareness %

<table>
<thead>
<tr>
<th></th>
<th>London Jun 08</th>
<th>London Jul 08</th>
<th>Key cities Jun 08</th>
<th>Key cities Jul 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spontaneous awareness</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Milward Brown July 08
The Creative Idea

• The common bond that drives us in a bar is that we all love to have a good banter with our friends.

• So the creative idea uses the brand truth that Cobra is less gassy, so that nothing gets in the way of good conversation.
Dave

4th Biggest ABC1 Men Channel
22 million adults per month
The home of witty banter

Cobra Sponsorship
April 2008 – March 2009
The very best of Dave
Monday – Sunday
21:00-23:40
Every night of the year
Vision

To Aspire and Achieve Against All Odds, with Integrity

The sky is the limit